

# Single Process Initiative

## THE ROLE OF THE COMPONENT TEAM LEADER IN THE SINGLE PROCESS INITIATIVE

The SPI implementing guidance issued by the Under Secretary of Defense for Acquisition and Technology, Dr. Kaminski, designates DCMC as the lead facilitator and builds the block change process on existing structures within the Military Service Components and the Office of the Secretary of Defense. Dr. Kaminski designed the process to create a sense of urgency in streamlining processes with emphasis on early customer involvement and interface. To accomplish this objective, the DCMC Management Council, upon receipt of a concept paper will advise the Administrative Contracting Officer (ACO) on the viability of the proposed process change to enable the ACO to make a rapid judgement. If the concept paper has merit, it moves to the approval phase where the Management Council requests that a Component Team Leader (CTL) be designated from the largest dollar value customer within each affected component. In the case of NASA contracts, each affected Center Director will designate a focal point to act as the liaison between the DCMC CAO and the NASA project office. Although the procedure is for the Management Council to request a CTL from each affected component during this phase, experience indicates that it is advisable to begin the process of obtaining a CTL in the proposal development phase immediately upon receipt of a concept paper.

Each CTL is responsible, within the respective component, for coordinating and facilitating consensus among all affected component customers; determining the technical acceptability of the proposed block change; and obtaining necessary programmatic authorizations. Each component affected by a concept paper from a prime contractor should have a CTL designated with decision authority by the Component Acquisition Executive (CAE) to represent the component customer base. Once the CTL is designated, the CAO should immediately notify each affected customer of the identity of the CTL. When requested, the CAO should also provide a copy of the concept paper to affected customers. The CTLs and other members of the Management Council work as a team to facilitate the review and approval of concept papers and ensure a timely block change modification process. The NASA-designated focal point serves much like the designated service CTL in receiving the concept paper, ensuring that the concept paper is reviewed by the appropriate personnel, serving on the Management Council, coordinating and advising appropriate NASA personnel, and ensuring that timely responses are provided to DCMC.

The CTL is responsible for elevating internal component issues for resolution, as necessary, through the CAE. Conflicts between different components should be elevated to the Defense Acquisition Executive (DAE) for resolution.

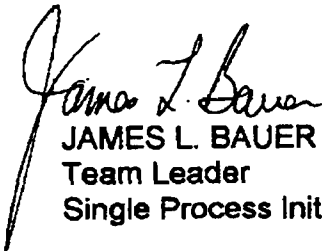
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Once technical issues are resolved, all affected customers should be notified of the pending process change and PCOs should be furnished a copy of the draft block change modification before it is executed by the ACO. When the proposed change is agreeable to the government but does not require a contractual modification, the ACO should execute a Memorandum of Agreement with the contractor which sets forth the details of the process change. In addition, the ACO should follow applicable laws, regulations, and policies in seeking and subsequently negotiating consideration when significant savings will result from the process change.

The ACO should continue to use sound business judgement in determining when and how much consideration is appropriate and how best to describe it in the block change modification. In addition to the agreed consideration, which sets forth the tangible and intangible benefits the parties expect to receive as a result of implementing a common process, each block change modification should include a listing of contracts impacted by the change.

Guidance has been issued on the designation of CTLs: SECDEF memo, Common Systems/ISO-9000/Expedited Block Changes, December 6, 1995; USD(A&T) memo, Single Process Initiative, December 8, 1995; DCMC memo, Adoption of Common Processes at Defense Contractor Facilities, December 11, 1995; ASA(RD&A) [Army] memo, Common Process Facilities Initiative, December 21, 1995; SAF(AQ) [Air Force] memos, Common Systems/ISO-9000/Expedited Block Changes, January 3, 1996, and Implementation of the Single Process Initiative, March 20, 1996; ASN(RD&A) [Navy] memo, DON Implementation of Department of Defense Policy on Single Process Initiative, February 5, 1996; DCAA memos, Participation in the Common Process Initiative, January 30, and February 16, 1996; DLA-MMPOA memo, Adoption of Common Processes at Defense Contractor Facilities, February 29, 1996; and NASA memo, Acquisition Reform:Single Process/Block Changes, May 17, 1996.

Questions concerning the Single Process Initiative may be addressed to the Single Process Initiative Team at (703) 767-2471 or DSN 427-2471.

  
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